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ABSTRACT

This document is designed to help mature persons find the "right" professional, managerial, or technical jobs. Section 1 introduces the materials. Section 2 shows job seekers how to write a general statement that defines the nature of the position desired and how to assess their skills, abilities, interests, work values, and personal qualities they bring to a job. Section 3 guides job seekers through the preparation of a job resume. Worksheets and sample resumes are included. Section 4 describes where to find job openings and includes worksheets to be completed regarding the job seekers' personal and professional contacts and employment advertisements, sample letters to reply to ads, sample thank-you letters for interviews, and an 11-item bibliography. Section 5 contains advice about preparing for, conducting, and following up on an employment interview. Section 6 contains worksheets on which the job seeker can plan daily activities and a week's activities, lists of resources, and a list of 21 books for further reading. Section 7 addresses age discrimination; overqualification; and what to do when a prospective employer believes that the job seeker's last salary or previous status was too high, that it would be inappropriate for the older worker to work for a younger supervisor, that older workers are absent more, that older people are inflexible, or that older people want to work for only a short time. This section also suggests ways of dealing with rejection and feelings of depression. (CML)

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Job Search Manual

for Mature Workers

BY FRED MERRILL

CE053408

Job Search Manual

For Mature Workers

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PREFACE

The Los Angeles Council on Careers for Older Americans was incorporated in 1981 for the purpose of increasing employment opportunities for older workers. Since 1981 there has been a sizable increase in the number of older persons looking for employment. At the same time employers are showing an increased desire to utilize the experience and talents of mature persons. Most employers agree that older workers possess an excellent work ethic, proven experience, and good working skills.

In the last five years over 11,600 individuals have been referred to the Council's network of forty-five employment services that provide job training and job search assistance. In addition, the Council has prepared over five hundred persons to find jobs through JOB CLUB and the Job Search Class for Managers and Professionals. As the Council attempted to meet the needs of this growing number of job seekers through referrals or direct service it became apparent that there was a dearth of materials available.

In 1986 the Council applied to the Weingart Foundation for a grant to write a Job Search Manual for Mature Workers - a manual that would deal with the special problems that mature and experienced individuals face as they look for employment. The grant was awarded and, with additional assistance from Right Associates and the May Company, California, this manual was created.

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Section I: Introduction to the program.

As the title indicates, this is a job search manual designed primarily for older job seekers. It is aimed at helping mature persons who are or have been:

- **Changing careers or looking for a second career**
- **Returning to the workforce after retirement**
- **Terminated or retired early due to reduction in force, mergers, or acquisitions**
- **Looking for another job**

The materials have been designed to serve professional, managerial, and technical workers but can also be used by those seeking entry level jobs, since many of the same steps are involved. Forms and illustrations are shown for both, where applicable.

The manual can be used in a classroom by an instructor leading participants through the exercises and forms, employing additional examples and illustrations, role plays, and group exercises. It can also be utilized in a one-on-one setting under a job counselor. The contents are separated into stand-alone segments that can be adapted to individual or class needs.

Although many of the subjects covered are standard in any job search or job campaign book, there is an emphasis on the particular needs and challenges faced by the older job seeker such as age discrimination, overqualification, salary reduction, status, and rejection. Suggestions are made for dealing with these issues. In addition, the manual contains other resources for job search assistance and a suggested reading list.

Finally, the manual is not a magic answer for this group of job seekers but rather a summary of the latest thinking on the subject. It is distilled from thirteen years in the personnel field, recent work with a major outplacement firm, management recruiting experience, and teaching classes on the subject for the Los Angeles Council on Careers for Older Americans. It provides a resource for older job seekers that has not been readily available up to now, written by someone who has "been there."

THE PROGRAM, THE PRODUCT & THE PROCESS

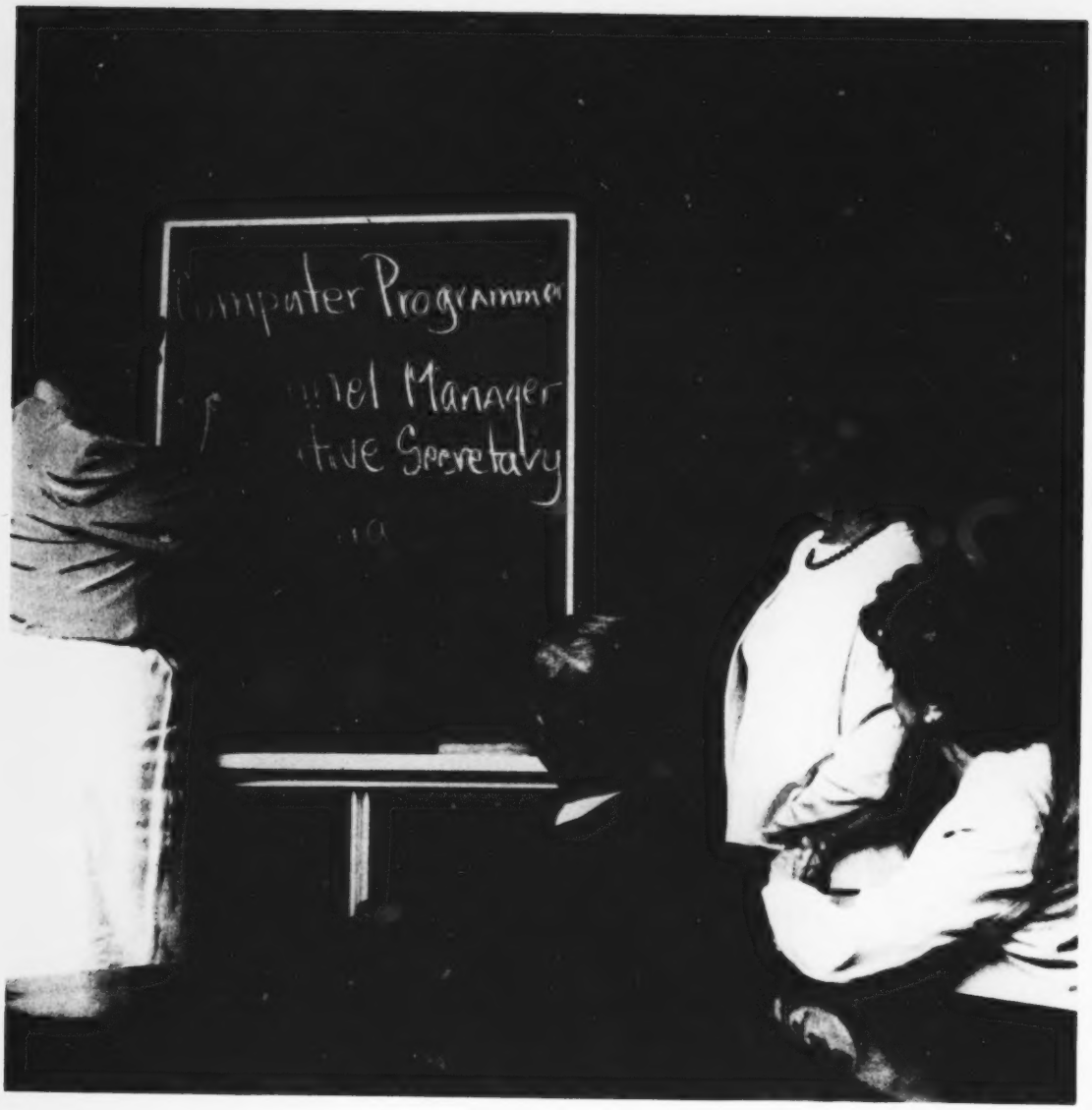
The aim of this program is to help you

find the right position for yourself, not just another job. The right position will utilize your best skills and challenge you with opportunities for growth.

If you know your strengths and what factors motivate you most effectively, you will be able to present yourself to employers so that they will be more inclined to hire you. If your presentation is dull, unclear or unconvincing and if your job and career goals are hazy, the people you contact will be less willing or able to help you, and employers will not be as apt to hire you.

In order to secure a new position, you must define your product well and sharpen your presentation. Since you are the product, you will be preparing a marketing campaign to sell yourself. As with any campaign, this requires persistence and a willingness to commit your personal resources, mainly time and effort, to the process. You begin by asking yourself a series of questions followed by exercises and completion of various forms. This may take place in a classroom setting, with a job counselor or on your own. In any case, the outcome will be the same-a job search plan including the tools you will need to carry it out.

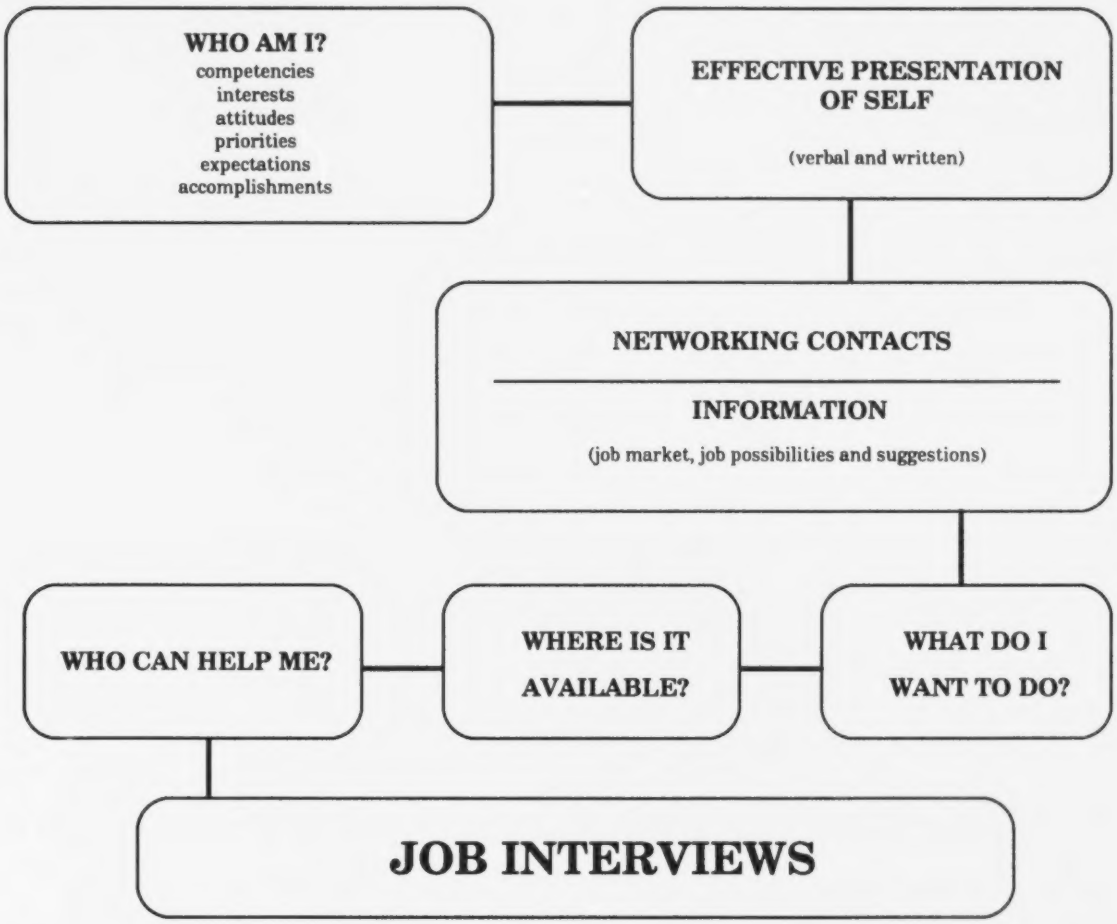
Los Angeles, California
October, 1987
Fred Merrill



Who Am I? And what do I want to do?

Section II: Who am I? And what do I want to do?

The three questions job seekers ask themselves most often are, "What do I want to do?", "Where is it available?", and "Who can help me?" To answer these questions effectively, you must go back to an even more important question, "Who Am I?" The Job Search Process Overview shows the relationship between these questions and the importance of networking in getting the information you will need to answer all three questions.



You need to define "Who Am I?" in terms of your strengths (abilities that match your interests) in concrete terms. By determining your greatest functional strengths and relating them to past accomplishments, you can define the functions you perform best and, using this, eventually define your Job Objective. This will become the central theme of your resume and the focus of your marketing campaign. **(Remember, this is not a good time to be humble!)**

You begin the program with four simple exercises to help you take a look at your skills, interests, abilities, work values, and personal qualities. These are not in-depth assessments, merely a quick evaluation of these areas. They will help you focus on these aspects of yourself and either reaffirm what you already know or provide some areas to reconsider. The information you gain will be referred to again as you go through the program. After reviewing these assessments, if you feel you still do not know what you want to do or have trouble defining a job objective, you may want to consider contacting some people first. (see Section IV.)

When you are ready to proceed, complete the following assessments:

- **Skills Inventory (page 7)**
- **Abilities and Interests (page 8)**
- **Work Values (page 9)**
- **Personal Qualities (page 10)**
- **Self-Assessment Summary (page 11)**

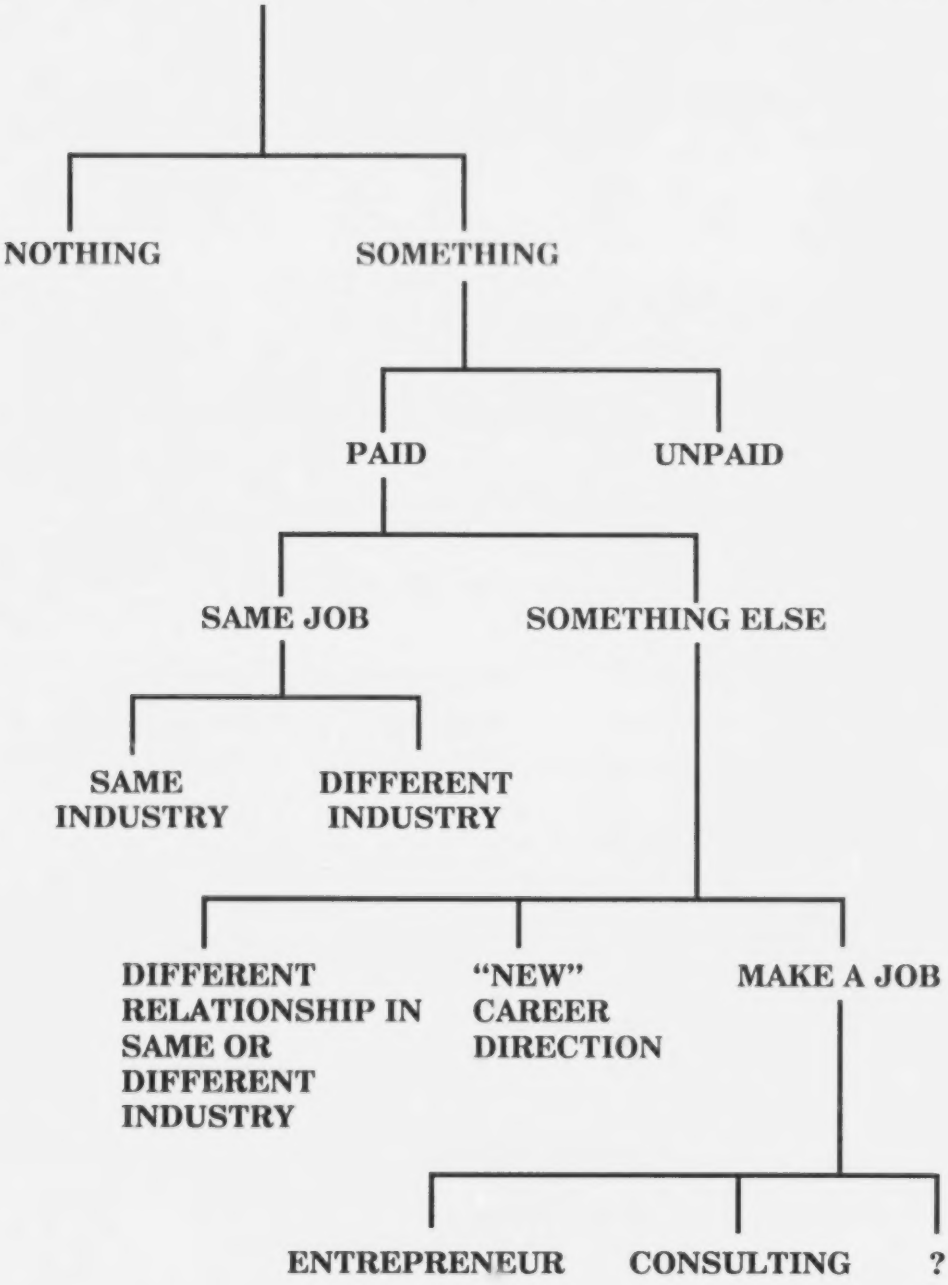
This list will be used to develop your general objectives in the next section and, eventually, several sections on your resume. It will also be helpful when making contacts and interviewing when you are asked to "tell about yourself."

GENERAL JOB OBJECTIVES

Your first goal is to arrive at a proper definition of your general objective (not specific) consistent with your areas of experience and strength. When your objective fits you well, you will feel good about it, believe in it, and be able to discuss it convincingly with the many people you will be contacting. They, in turn, will help you more willingly and more effectively when you know *who* you are and *what* you want to do.

Referring to the chart on following page, you can evaluate the various options you have in determining where you want to go from here. Besides these, you may want to consider a less stressful job, a part-time job, or one with a not-for-profit organization. At this point, it is important to evaluate all the options open to you in order to define a general objective before proceeding further.

WHAT ARE MY OPTIONS?



Stretch your thinking and be creative about possible job and career alternatives. List all types of jobs you can think of that would utilize your prior experiences, interests, abilities and skills.

Once you have done this, write a preliminary statement under "General Objective" below defining the nature of the position you want to find without pinpointing a specific title. This statement should include an idea of what you want to do FUNCTIONALLY (avoiding titles), indicate your major relevant strengths, and the contribution you propose to make in an organization. Your description should be broad enough to cover several possibilities by using general language or giving several alternatives. (Refer to the list on page 22 for some examples.)

Once you have worked out a satisfactory statement of your general objective, it will become the central theme of your resume and the focus of your marketing campaign. This is the first draft of your eventual specific job objective for your resume.

General Objective

SKILLS INVENTORY

1. Check skills you already possess. 2. Circle those you prefer to use.

DATA	PEOPLE	THINGS
__ create	__ improvise	__ handle
__ compare	__ teach/train	__ insert
__ transcribe	__ direct	__ operate
__ post data	__ assist	__ manipulate
__ problem solve	__ persuade	__ drive
__ compute	__ influence	__ steer
__ compile	__ entertain	__ adjust
__ collate	__ lead	__ assemble
__ classify	__ supervise	__ construct
__ report	__ motivate	__ hand/eye dexterity
__ edit	__ counsel	__ repair
__ analyze	__ advise	__ service
__ examine	__ manage	__ paint
__ diagnose	__ demonstrate	__ use precise instruments
__ evaluate	__ listen	__ sort
__ coordinate	__ public speaking	__ cook
__ copy	__ negotiate	__ sew
__ synthesize	__ formulate	__ measure
__ integrate	__ problem solve	__ blend
__ conceptualize	__ interface	__ alter
__ interpret	__ organize	__ breed
__ research	__ follow-through	__ sail
__ measure	__ adapt	__ insulate
__ assess	__ represent others	__ install
__ write	__ guide	__ forge
__ calculate	__ mentor	__ refill
__ investigate	__ inform	__ regulate
__ compose	__ sell	__ letter
__ theorize	__ give feedback	__ restore
__ conclude	__ consult	__ invent

ABILITIES AND INTERESTS

1. Check the types of abilities you feel you have.

2. Circle those you are interested in using on the job.

____ ANALYTICAL	Research, investigate, gather data, diagnose, evalute.
____ ARTISTIC	Use artistic talents such as music, painting, singing, acting; draw blueprints or graphic design; other creative talents.
____ DETAILED	Neat and orderly, systematic, thorough, accurate, keep good records, good follow up skills.
____ HELPING	Being of service, volunteering, sensitive, guiding/advising, encouraging, listen well, warm, caring, understanding, empathetic, supportive, counseling.
____ INFLUENCE/PURSUADE	Good at influencing, pursuading, selling, promoting, negotiating, compromising, bargaining, winning.
____ INNOVATIVE/CREATIVE	Conceptualize new ideas, imaginative, improvise, inventive, creative.
____ LEADERSHIP	Direct others by organizing and motivating; responsible for other people's actions.
____ MANUAL/MACHINES	Manual dexterity, operating tools and machines well.
____ NUMERICAL	Work well with figures, budgets, and financial records; calculate, compute, and estimate accurately; good number memory, use computer.
____ PLANNING/ORGANIZING	Scheduling, prioritizing tasks, goal setting, set target dates, good follow up skills.
____ SUPERVISING	Guiding, explaining, communicating, coordinating, training, coaching subordinates.
____ TEACHING	Training, explaining, informing, in classroom or on job.
____ WRITING	Reporting information by reports, letters, memos, technical documents.
____ OTHER	_____

WORK VALUES

Listed below are twenty words describing different values that people find in their work. Number these in priority order from 1-20, with 1 having the highest value, to reflect what you are looking for in your next job.

__**Accomplishment**-chance to feel a sense of achievement.

__**Challenge**-work that will be stimulating and interesting.

__**Contribution**-an opportunity to play a significant part in achieving the organization's objectives.

__**Co-workers**-working with people you enjoy and respect.

__**Creativity**-work that uses your creative skills (inventing, designing, developing ideas or things).

__**Financial returns**-to receive a good income.

__**Independence**-working on your own with little or no supervision.

__**Intellectual stimulation**-challenging mental work using independent thinking.

__**Location**-desiring a specific location(s).

__**Management**-being in a management position, planning the work of others.

__**Participation**-to take part in activities that affect management decisions.

__**Personal growth**-to feel a sense of technical, professional, and personal improvement.

__**Prestige**-having standing and respect in the eyes of other people.

__**Recognition**-acknowledgment by management, the community, or other groups of your worth, achievements, values, etc.

__**Security**-a secure job, income, benefits, pension plan, etc.

__**Supervisory relations**-having a boss who is fair.

__**Service**-being of service to the community or individuals through your work, i.e., social service or volunteer work.

__**Surroundings**-pleasant working conditions.

__**Variety**-varied tasks involving different types of activities.

__**Other**-_____

PERSONAL QUALITIES I BRING TO A JOB

When an employer asks you what personal qualities you bring to the job, are you ready with an answer? Choose these qualities from the following list that are most like you:

I have a positive outlook.

I am a self-starter, can schedule my own work and can work independently.

I am polite.

I am very orderly.

I am not afraid to pitch in when I am needed.

I take pride in my work.

I like to learn new things and take on new tasks.

I stick to a job until it is done and do it as well as I can.

I am careful with my appearance.

I work well in a team and can cooperate with others.

I am energetic, enthusiastic, and even-tempered.

People can depend on me in an emergency.

I am a person who is known for being on time.

I am very patient.

I am not afraid to ask for directions when I am stuck on a project.

I can follow orders.

I am dependable.

I am healthy and physically fit.

I am friendly, out-going and easy to get along with.

I am a steady, reliable worker.

I am a responsible and mature person.

I like people.

I work well under pressure.

I am bright.

I have very high standards.

I have a good sense of humor.

I can take responsibility and provide leadership.

Self-Assessment Summary

1. *Skills you possess that you prefer to use on the job. (from pg 7)*

2. *Abilities you have that you are interesed in using. (from pg 8)*

3. *Three of your most important work values. (from pg 9)*

4. *Six of your most important personal qualities. (from pg 10)*

What have I done up to now?

Section III: What have I done up to now?

After you have completed the assessment and inventory forms. the next step is to put on paper "who you are." The development of a good resume is important to your job search campaign for the following reasons:

- It organizes your thinking and shows how your past experience supports your objective. It thus helps you to express yourself more effectively on interviews.
- It is a helpful tool for those interviewers who are uncomfortable without a guide.
- It provides a good document to leave behind or attach to a follow-up note. It reinforces the impression you made, and it can be shown to others in the company.
- It provides documentation for a third-party spokesperson. An executive recruiter or employment agency can forward it to a prospective employer for review.
- It may open doors for you as you build a network of contacts.
- It helps you prepare well-reasoned, concise and accomplishment-oriented responses for the application.

In summary, think of the resume as a document that helps you prepare for an interview, serves you during an interview and helps someone who has already met you recall the good impression you made.

The worksheets and sample resumes in this section will guide you as you write the first draft of your resume.

Finally, a *sample* application form is included at the end of this section. Take time to carefully fill it out, and be prepared to discuss your responses with future interviewers.

RESUME FORMATS:

The two preferred resume formats are the chronological and the combination chronological/functional. The straight functional is not popular with recruiters and interviewers and is not recommended.

Chronological:

This is the most common format used when you have a continuous work history directly related to your Job Objective. Your most recent (or current job) is described first and then the others are listed going back through your prior jobs,

generally covering at least the last ten to fifteen years. Examples are shown on pages 24 and 25.

Functional:

The straight functional resume lists your responsibilities, abilities, and accomplishments by special functional categories rather than under each employer, thus does not show a chronological record of employment.

Combination Chronological/ Functional:

This combination of the above two resumes lists abilities and achievements grouped into various professional, managerial, or technical categories, followed by a "work history" section. It is useful when a career change is being considered, when the same job has been held at several companies, or for re-entry into the job market. Examples are shown on pages 27 and 29.

CHRONOLOGICAL RESUME

The next step in the process is to complete worksheets on pages 17 to 19 from which your final resume will be typed.

Work History

Begin with this section, starting with your most recent job. Briefly describe the major responsibilities of the position including, where possible, the number of employees supervised, annual budget, etc. This should not be more than one or two sentences long and should start with an action verb selected from pages 20 and 21. If you had several major responsibilities, select one or two that were the most important or required the majority of your time, including skills developed with volunteer organizations that could be transferable. Anyone targeting a management position should stress managing people as well as functions.

Accomplishments

Briefly list one to three special achievements or accomplishments related to the responsibilities that you are especially proud of and that illustrate your particular strengths. These are statements about you and what you did expressed in actions and results, again using the action verbs on pages 20 and 21. They should be quantified wherever possible and could include money-saving techniques, increased sales or profits, new methods or programs, or special awards received. Some examples are shown on page 23.

This section of the resume is very important since some companies will not consider a professional, managerial, or technical candidate whose resume does not show how he/she has made a difference. They are not necessary on a clerical resume but can help illustrate examples of special initiative or creativity.

Qualifications

This section presents a "word picture" of your strengths by giving a very brief, but complete, outline of major functional skills as they relate to your Job Objective.

It may contain three to four sentences covering work history, including years, industry, and position. The personal strengths that relate to your Objective should also be spelled out. Some examples are shown on page 22.

Job Objective

You are now ready to develop your *specific* Job Objective. Review your work experience including responsibilities and accomplishments, your technical and personal qualifications, and the General Job Objective you prepared on page 6. You should now be able to spell out the position desired, type of industry (optional), your strengths and skills and generally what you can do for the organization. Page 22 shows some examples. Generally speaking, anyone looking for a professional, managerial, technical job should include an objective on his/her resume, otherwise some recruiters will not consider it. When seeking a lower level position, a simple objective is helpful, though not absolutely essential.

Education

Complete the worksheet listing highest degree first. Do not list high school except on a clerical or similar level resume. Also, include any special workshops, seminars, or certificate programs that relate to your Objective. Do not include dates if you feel age may be a negative factor.

Other Items

Memberships, special skills, community activities, should be entered here only if they are related to your Job Objective. The only personal comment would be "willing to relocate", if true. Do *not* include references, salary history, organizations or activities that are not related to your Job Objective.

COMBINATION CHRONOLOGICAL AND FUNCTIONAL RESUME

Here are some additional guidelines for a combination Functional and Chronological Resume:

- List responsibilities, abilities, and/or accomplishments by special functional categories rather than under each employer. Under each functional category, include several of the most important examples in order of value or strength.

- Then list your actual work experience chronologically showing only dates, company's name, location, and job titles.

- If there is concern about the listing of dates that might indirectly disclose one's age, it is suggested that dates be left off in the Education section, but included in the Work History section covering the last ten to fifteen years only. Leaving dates off entirely raises a flag immediately and may eliminate the resume from further consideration.

The remaining headings are the same as the Chronological Resume. That is: job objective, education and other items.

FINAL PREPARATION

The resume should never be more than two pages in length, preferably one to one and a half pages.

It should be typed on an electric typewriter using one of the formats illustrated. If you use a word processor, be certain it prints in letter quality type.

Have your resume printed by a professional printer on good quality paper, preferably white, off-white, or light grey. *Do not use a low quality copy machine.*

Order at least fifty or more copies since the cost does not increase that much for larger quantities.

If expense is a problem, you can have them printed on a high quality reproduction machine using your own paper stock.

RESUME WORKSHEETS

Name _____

Address _____

City/State/Zip _____

Phone ( )_____

Message Phone ( )_____

JOB OBJECTIVE:

QUALIFICATIONS:

WORK HISTORY 1

List major responsibilities and results (last job first)

_____ _____ _____

Company City/State Dates

_____

Title

Responsibilities:

Accomplishments:

WORK HISTORY 2

List major responsibilities and results

Company	City/State	Dates

Title

Responsibilities:

Accomplishments:

WORK HISTORY 3

List major responsibilities and results

Company	City/State	Dates

Title

Responsibilities:

Accomplishments:

EDUCATION and CONTINUING EDUCATION

Degree	Institution	Location	Dates

(The following sections are included only when they enhance and support your Job Objective.)

AFFILIATES & MEMBERSHIPS (Items related to your Job Objective only)

RELATED EXPERIENCE (For example, fluent in Spanish)

COMMUNITY INVOLVEMENT

PERSONAL DATA (For example, willing to relocate)

SOME ACTION VERBS

achieved
acquired
acted
activated
adapted
addressed
administered
adopted
advised
analyzed
appointed
appraised
approved
arbitrated
arranged
ascertained
assembled
assessed
assisted
attained
audited
averted
awarded

balanced
budgeted
built

calculated
centralized
charted
checked
classified
coached
collaborated
collected
combined
communicated
compiled
completed
composed
computed
conceived
conceptualized
condensed
conducted
conferred
connected
conserved
consolidated
constructed
consulted
controlled
converted
coordinated
corrected
correlated
counseled
created

decided
decreased
defined
delivered
demonstrated
designed
detailed
detected
determined
developed
devised
diagnosed
directed
discovered
dispensed
displayed
distributed
diverted
documented
doubled
drafted
dramatized
drew

edited
educated
elected
eliminated
employed
enforced
engineered
enlisted
ensured
established
estimated
experimented
explained
extended
extracted

facilitated
finalized
financed
fired
forecast
formed
formulated
fostered
found
founded
furnished

generated
governed
guaranteed
guided

handled
headed
helped
hired
hypothesized

identified
illustrated
implemented
improved
improvised
increased
influenced
informed
initiated
innovated
inspected
installed
instituted
instructed
integrated
interpreted
interviewed
introduced
invented
invested
investigated

judged

launched
learned
lectured
led
liquidated
logged

made
maintained
managed
manipulated
mapped
marketed

MORE ACTION VERBS

matched
mediated
met
modeled
modernized

navigated
negotiated
nominated

observed
obtained
offered
opened
operated
ordered
organized
originated
oversaw

painted
participated
perceived
performed
persuaded
photographed
piloted
pinpointed
pioneered
planned
predicated
prepared
prescribed
presented
prevented
processed
procured
produced
programmed
projected

promoted
proposed
protected
proved
provided
publicized
published
purchased

qualified
quantified
questioned

raised
read
realized
reasoned
received
recommended
reconciled
reconstructed
recorded
recruited
redesigned
reduced
referred
refined
rehabilitated
reinforced
related
rendered
reorganized
reported
represented
researched
resolved
responded
restored
restructured
retrieved

reviewed
revised
revitalized

salvaged
satisfied
scheduled
secured
selected
separated
served
shaped
shared
showed
simplified
sketched
sold
solved
staffed
standardized
streamlined
structured
studied
submitted
summarized
supervised
supplemented
supplied
surveyed
symbolized
synergized
synthesized
systematized
tabulated
tailored
taught
tended
tested and proved
trained
transacted

transcribed
translated
traveled
treated
tutored

uncovered
undertook
unified
united
updated
upgraded
used

verbalized
verified

weighed
withstood
worked
wrote

JOB OBJECTIVE EXAMPLES

The Job Objective should contain the following: position desired, type of industry (if desired) plus qualifying phrases about the positon.

A position in the field of Manufacturing Management within a progressive organization which utilizes abilities in maximizing production efficiency, reducing costs and effective leadership of personnel.

A Data Processing position requiring experience in system analysis, systems engineering and successful client interface to provide analysis of user/client needs, user training, systems design, and system support.

A position in an educational or human services agency where my management and coordination skills can be utilized.

A position as an Office Manager using organization, communication, and interpersonal skills.

A word processing/secretarial position where opportunities for advancement exist.

QUALIFICATION EXAMPLES

Thirty years leadership responsibilities with industries using state-of-the-art electronic and electro-mechanical technologies. An excellent conceptualizer with strong interpersonal skills.

Broad experience in retail sales and marketing. Successful past record not only in marketing products, but also in developing new approaches.

Twenty-one years experience in office and personnel procedures with manufacturing companies. Well organized, accurate record keeper. Research-oriented.

Seventeen years experience in the precision optical manufacturing field ranging from technician to plant manager. Participative management style, ability to communicate well at all levels, good decision making capabilities.

Twenty-five years of increasing leadership responsibilities in education of the handicapped, developing new and improving existing programs. Demonstrated ability to communicate and work effectively with individuals and groups of various ages and educational levels.

Twenty years of experience in coordinating office and business projects in the motion picture industry and community services. Good at organizing social mixers and utilizing public relations skills.

Seven years in Retail Sales Management with special interest in motivating and training employees to improve service and increase sales.

Five years as Personnel Supervisor for a major law firm. Possess strong people skills, evidenced by good rapport with supervisors, and firm but fair treatment of employees.

Detail-oriented person who enjoys work-

ing with figures, accepting challenges and facilitating business transactions in an efficient manner.

ACCOMPLISHMENT EXAMPLES

Reduced production time requirements by three hundred hours per month redesigning systems.

Completely restructured a system and programming department, establishing standards, project control and cost systems which increased cost recovery dollars by 200%.

Founded and chaired council of data processors, providing standardization to facilitate national information exchange for EFTS and financial product development.

Set goals for organization and staff, achieving them in a timely and cost-effective manner; completed ten major projects in one year on schedule.

Provided technical assistance to school districts for special education projects, resulting in more effective use of federal and state funds.

Recruited volunteers in local area to learn procedures for night patrols from police training sessions. Increased patrol membership 300% within two years.

As office manager of the Clinic, handled a variety of front office responsibilities, relieving the doctor of concern in these areas and assuring a smooth running office.

Reorganized employment procedures by developing an employee and termination checklist and redesigning ten forms, resulting in more efficient operations.

RELATED EXPERIENCE EXAMPLES

Fluent in Spanish and French. Acted as interpreter for two government agencies.

Restored early model automobiles from engine to body.

SAMPLE CHRONOLOGICAL RESUME: PROFESSIONAL

NAME
ADDRESS
PHONE
MESSAGE PHONE

OBJECTIVE:

Sales/Technical Support Representative in the computer industry.

QUALIFICATIONS:

Twelve years computer industry experience in both hardware and software technical/service support. Provided pre-sales and post-sales customer service to field marketing teams.

Proficient at technical trouble-shooting. Specialize in effective communication with customers.

EXPERIENCE:

1983-present Senior Technical System Specialist, ABC Corporation, Anaheim

Provided regional level support on mini-computer products.
Directly responsible for support of critical accounts.

- Solved hardware and software problems of existing accounts.
- Increased the up-time of the system by 99%.
- Salvaged an installation from being replaced by another vendor's system.
- Completed a proposal for a systems solution enabling the company to be a viable vendor in final bid evaluation.

1980-1983 Systems Manager, XYZ Company, Los Angeles

Managed the systems analyst staff which provided the direct technical support of the region's marketing efforts.

- Developed a group of self-supporting systems analysts, resulting in increased customer satisfaction.
- Provided pre-sales support to the regional staff so that booking and revenue goals were achieved.

1974-1980 Systems Support Engineer, LMN Company, Los Angeles

Provided technical assistance on-site and by telephone to the engineers in the field.

- Trained customer engineers in the use of software to isolate hardware problems so that they became more effective trouble-shooters.

EDUCATION:

B.S., Computer Science, 1975 California Polytechnic, Pomona, CA

SAMPLE CHRONOLOGICAL RESUME: NON-PROFIT/COMMUNITY ORGANIZATION

NAME
ADDRESS
CITY,STATE, ZIP
PHONE
MESSAGE PHONE

OBJECTIVE: Administrative coordinator in a community service group or Chamber of Commerce.

QUALIFICATIONS: Twenty years of experience in coordinating office and business projects in the motion picture industry and community services.

Excellent public relations skills and good at organizing community events.

EXPERIENCE:

1982 - 1986 Administrative Coordinator, ABC Housing Development Corporation, Los Angeles, CA

Recruited volunteers in local area to learn procedures for night patrols from police training session.

Increased patrol membership 300% within two years, which resulted in excellent neighborhood response.

1975-1982 Executive Secretary, LMN Film Corporation, Los Angeles, CA

Edited financial and annual reports, arranged executive meetings and social events affecting large corporate accounting department personnel.

Organized social events involving both large and small groups of studio employees.

Developed methodology and installed more efficient office equipment to facilitate superior work output.

1962-1974 Leasing Agent/Owner, XYZ Building, Los Angeles, CA

Responsible for building being rented to capacity.

(resume continued on page 26)

(resume continued from the previous page)

EDUCATION:

Real Estate License, Department of Real Estate, Los Angeles, CA, 1969

Continually attended University level night classes and social conscious organizations such as Los Angeles World Affairs Council and Town Hall.

MEMBERSHIPS:

1985-Present	Member, ABC Chamber of Commerce Committee
1985-Present	LMN Chamber of Commerce Secretary
1967-1974	XYZ Chamber of Commerce
1964-1967	Women For A Non-Partisan Political Organization

COMMUNITY INVOLVEMENT:

Recruited people to join volunteer patrol or assist in clerical work for patrol.

Recruited people to attend Chamber of Commerce meetings and assist in projects that upgraded the community, such as "Graffiti Cleanup."

PERSONAL:

Prefer Los Angeles area, excluding downtown.

SAMPLE COMBINATION CHRONOLOGICAL/ FUNCTIONAL RESUME: PROFESSIONAL

NAME
ADDRESS
CITY, STATE, ZIP
PHONE
MESSAGE PHONE

OBJECTIVE:

Seeking a position with a high technology company where my administrative and liason skills can be utilized.

QUALIFICATIONS:

Demonstrated abilities in a wide range of administrative responsibilities: program leadership, organizational development, personnel and materials management, budgets, and fiscal accountability.

Effective in establishing positive client rapport.

Extensive knowledge of emerging "information revolution" and Videotex industry and their application.

Experienced researcher, communicator, trainer and speaker.

ACCOMPLISHMENTS: MANAGEMENT/ORGANIZATION

Acted as interorganizational liaison between joint affiliates resulting in close staff cooperation, reduction in conflicts, and timely program implementation.

Formulated critical events, timelines and decision points which effectively reduced risks in negotiating with joint enterprises.

Composed 5-year projection of organizational structure for Western Region.

Reduced operating costs of office 40% within first year.

Organized complete "start up" operations for three separate enterprises within their designated time frames.

(resume continued on page 28)

(resume continued from previous page)

COMMUNICATIONS

Created plan for new computer center facilities which incorporated the identified needs of personnel, costs, and equipment involved.

Controlled the development of program documentation and procedures for newly formed company.

MARKETING

Executed a corporate marketing program through presentations to leading area financial institutions resulting in their total participation.

Initiated a market research study identifying target markets in twenty-five cities of the Western Region.

TRAINING

Transformed "off the street" people into successful sales representatives for high technology information service.

EXPERIENCE:

1959-1987	XYZ Company, Chicago, IL	Training Director Marketing Representative District Manager Regional Vice President

EDUCATION:

Ph.D. Michigan State University

M.A. Northern Arizona University

B.S. University of Chicago

SAMPLE CHRONOLOGICAL/ FUNCTIONAL RESUME CLERICAL

NAME
ADDRESS
CITY, STATE, ZIP
PHONE
MESSAGE PHONE

OBJECTIVE

A word processing/secretarial position with opportunities for advancement.

CAPABILITIES AND COMPETENCIES

A highly motivated self-starter who accepts responsibility well. Able to follow through on projects to completion. Accurate, hard-working person. Strong interest in upgrading skills.

Skills: Steno, Wordplex, dictaphone, 10 key. Familiar with Wang System.

Word Processing

Engineering:	Engineering minutes Legal agreements	Charts Manuals	Agreements
Contracts:	Bid packages	Addendums	Legal contracts
Accounting:	Yearly summary	Budgets	Labels
Human Resources:	Benefit manual	All policies	Regret letters
Special Projects:	Summary reports	General letters	(dictaphone)
Executive Services:	Shipper letters	General letters	Weekly calendar

EMPLOYMENT HISTORY

1984 - 1987	ABC Company	Newark, NJ	Word Processing Operator
1983 - 1984	XYZ Company	Newark, NJ	Floater/Secretary
1961 - 1983	LMN Airline	New York, NY	Cabin Service/Lead

EDUCATION

A.A., Byran College of Court Reporting
Graduate, Westchester High School

APPLICATION FORM

Even though you will have a resume available, it is a good idea to carry a completed application blank with you in case you are asked to fill one out, either before or after the interview or at the time you are hired. By doing this, you appear well prepared and do not have to borrow phone books, make several telephone calls for further information or mail the application back later. In some cases, some of the information might be needed immediately, such as salary history or references.

Here are some hints for completing an application blank:

- Before you put pen to paper, read the application all the way through.

- Always print using a black or blue pen, unless a handwriting sample is requested on the application.

- Be neat: No erasures, smudges, or spill stains.

- Be sure that the personal references you include are persons whom you have spoken to recently have given you permission to use their names. Also, be sure that these individuals will give you a good recommendation. Never list family members as personal references. Instead, you may wish to list former teachers, counselors, ministers, family friends, neighbors or former employers/co-workers.

- Check business references (if they are a few years old) to be certain they are still in business at the same address, and that the phone numbers are correct.

- After finishing, **always check it over carefully**.

REMEMBER, the application represents you long after you have left the office. When a job opening comes up, it is the neat and complete application the employer will review.

APPLICATION FOR EMPLOYMENT

(PRE-EMPLOYMENT QUESTIONNAIRE) (AN EQUAL OPPORTUNITY EMPLOYER)

PERSONAL INFORMATION

DATE _____

NAME _____ SOCIAL SECURITY NUMBER _____
LAST FIRST MIDDLE

PRESENT ADDRESS _____
STREET CITY STATE ZIP

PERMANENT ADDRESS _____
STREET CITY STATE ZIP

PHONE NO. _____ ARE YOU 18 YEARS OR OLDER Yes ☐ No ☐

LAST FIRST MIDDLE

SPECIAL QUESTIONS

DO NOT ANSWER **ANY** OF THE QUESTIONS IN THIS FRAMED AREA UNLESS THE EMPLOYER HAS **CHECKED** A **BOX PRECEDING** A QUESTION, THEREBY INDICATING THAT THE INFORMATION IS REQUIRED FOR A BONA FIDE OCCUPATIONAL QUALIFICATION, OR DICTATED BY NATIONAL SECURITY LAWS, OR IS NEEDED FOR OTHER LEGALLY PERMISSIBLE REASONS.

☐ Height_____feet_____inches ☐ Are you prevented from lawfully becoming employed in the U.S.?__Yes __No

☐ Weight_____lbs. ☐ Date of Birth*_____

☐ What Foreign Languages do you speak fluently?_____ Read_____Write_____

☐ Have you been convicted of a felony or misdemeanor within the last 5 years?** Yes_____ No_____ Describe:

*The Age Discrimination in Employment Act of 1967 prohibits discrimination on the basis of age with respect to individuals who are at least 40 but less than 70 years of age.

**You will not be denied employment solely because of a conviction record, unless the offense is related to the job for which you have applied.

EMPLOYMENT DESIRED

POSITION _____ DATE YOU CAN START _____ SALARY DESIRED _____

ARE YOU EMPLOYED NOW? _____ IF SO MAY WE INQUIRE OF YOUR PRESENT EMPLOYER? _____

EVER APPLIED TO THIS COMPANY BEFORE? _____ WHERE? _____ WHEN? _____

EDUCATION	NAME AND LOCATION OF SCHOOL	*NO. OF YEARS ATTENDED	*DID YOU GRADUATE?	SUBJECTS STUDIED
GRAMMAR SCHOOL				
HIGH SCHOOL				
COLLEGE				
TRADE, BUSINESS OR CORRESPONDENCE SCHOOL				

*The Age Discrimination in Employment Act of 1967 prohibits discrimination on the basis of age with respect to individuals who are at least 40 but less than 70 years of age.

GENERAL

SUBJECTS OF SPECIAL STUDY OR RESEARCH WORK _____

U.S. MILITARY OR NAVAL SERVICE _____ RANK _____ PRESENT MEMBERSHIP IN NATIONAL GUARD OR RESERVES _____

FORMER EMPLOYERS (LIST BELOW LAST FOUR EMPLOYERS, STARTING WITH LAST ONE FIRST).

DATE MONTH AND YEAR	NAME AND ADDRESS OF EMPLOYER	SALARY	POSITION	REASON FOR LEAVING
FROM				
TO				
FROM				
TO				
FROM				
TO				
FROM				
TO				

REFERENCES: GIVE THE NAMES OF THREE PERSONS NOT RELATED TO YOU, WHOM YOU HAVE KNOWN AT LEAST ONE YEAR.

	NAME	ADDRESS	BUSINESS	YEARS ACQUAINTED
1				
2				
3				

PHYSICAL RECORD:

DO YOU HAVE ANY PHYSICAL LIMITATIONS THAT PRECLUDE YOU FROM PERFORMING ANY WORK FOR WHICH YOU ARE BEING CONSIDERED? ☐ Yes ☐ No

IF YES, WHAT CAN BE DONE TO ACCOMMODATE YOUR LIMITATION? _____

PLEASE DESCRIBE: _____

IN CASE OF EMERGENCY NOTIFY _____

NAME ADDRESS PHONE NO.

"I CERTIFY THAT THE FACTS CONTAINED IN THIS APPLICATION ARE TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE AND UNDERSTAND THAT, IF EMPLOYED, FALSIFIED STATEMENTS ON THIS APPLICATION SHALL BE GROUNDS FOR DISMISSAL.

I AUTHORIZE INVESTIGATION OF ALL STATEMENTS CONTAINED HEREIN AND THE REFERENCES LISTED ABOVE TO GIVE YOU ANY AND ALL INFORMATION CONCERNING MY PREVIOUS EMPLOYMENT AND ANY PERTINENT INFORMATION THEY MAY HAVE, PERSONAL OR OTHERWISE, AND RELEASE ALL PARTIES FROM ALL LIABILITY FOR ANY DAMAGE THAT MAY RESULT FROM FURNISHING SAME TO YOU.

I UNDERSTAND AND AGREE THAT, IF HIRED, MY EMPLOYMENT IS FOR NO DEFINITE PERIOD AND MAY, REGARDLESS OF THE DATE OF PAYMENT OF MY WAGES AND SALARY, BE TERMINATED AT ANY TIME WITHOUT ANY PRIOR NOTICE."

DATE _____ SIGNATURE _____

DO NOT WRITE BELOW THIS LINE

INTERVIEWER _____ DATE _____

HIRED: ☐ Yes ☐ No POSITION _____ DEPT. _____

SALARY/WAGE _____ DATE REPORTING TO WORK _____

APPROVED: 1. _____ 2. _____ 3. _____

EMPLOYMENT MANAGER DEPT. HEAD GENERAL MANAGER

Interview Evaluation

Name _____ Date _____

Current address _____ Telephone no. _____

_____ ☐ First interview

☐ Second interview

Candidate for _____ Date available _____ ☐ Third interview

Experience Excellent background and experience ☐	Very suitable qualifications ☐	Average qualifications ☐	Inadequate background ☐	No relationship to position ☐
Education Superior ☐	Good ☐	Average ☐	Limited ☐	Poor ☐
Appearance Excellent well groomed ☐	Good appearance, dresses well ☐	Satisfactory appearance ☐	Careless in appearance ☐	Poor taste, very untidy ☐
Personality Outstanding ☐	Very desirable ☐	Satisfactory ☐	Questionable ☐	Unsatisfactory ☐
Poise—Maturity Well poised and very mature ☐	Composed and confident ☐	Average maturity ☐	Somewhat tense ☐	Nervous and ill at ease ☐
Friendliness Very friendly and outgoing ☐	Warm and congenial ☐	Sociable ☐	Reserved ☐	Distant and aloof ☐
Conversation Very articulate and forceful ☐	Speaks well and to the point ☐	Average fluency and expression ☐	Poor self-expression ☐	Quiet and uncertain ☐
Objectives Ambitious, well-defined goals ☐	Suitable goals established ☐	Ordinary objectives ☐	Undecided about goals ☐	No goals or objectives ☐
Alertness Exceptionally keen and alert ☐	Perceives well ☐	Average understanding ☐	Slow ☐	Poor comprehension ☐
Overall Outstanding ☐	Desirable ☐	Average ☐	Questionable ☐	Unsuitable ☐

Disposition *(check one)*

☐ Recommended

☐ Referred to

_____

Comments _____

Where will I find job openings?

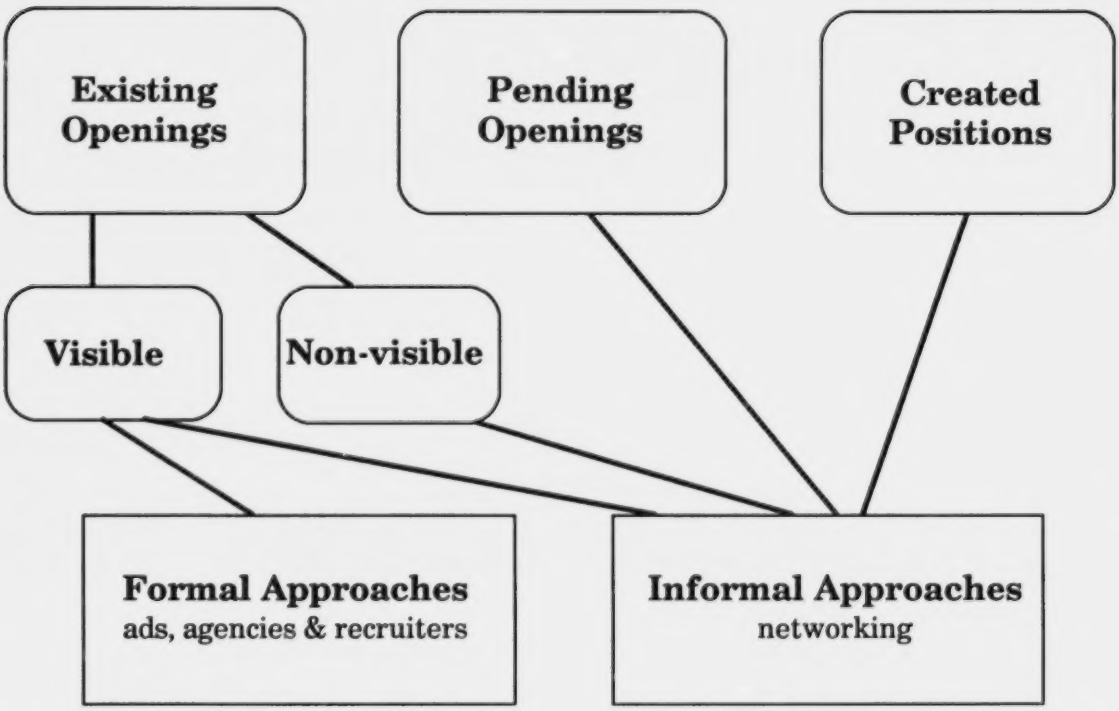
Section IV: Where will I find job openings?

Each year millions of Americans change jobs. This turnover results in a steady flow of new job openings.

Seventy-five to eighty percent use the *informal* approach (networking) in their job search campaign. This involves informing people you know that you are looking for work so that they can directly or indirectly refer you to others who might employ you.

Twenty to twenty-five percent use the *formal* approach. They respond to advertisements or apply directly through a personnel department, an employment agency, or a recruiter.

The chart below illustrates where different types of jobs are available.



The Informal Job Market: "Networking"

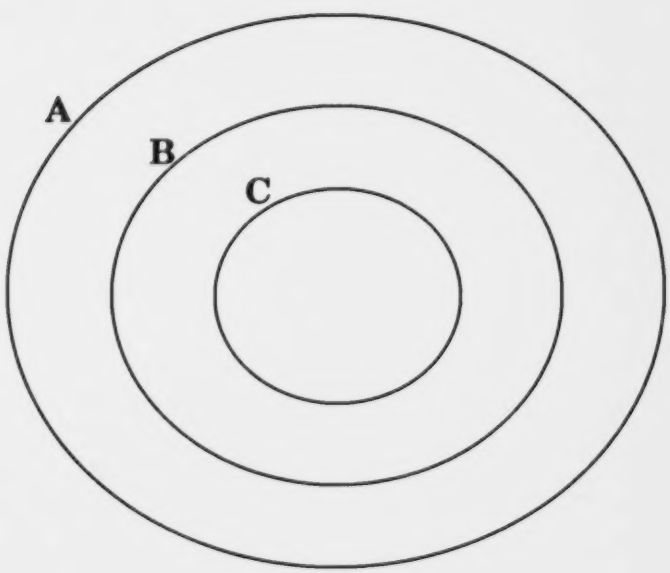
The majority of professional, managerial, and technical jobs are filled through the networking process, which is another term for contact development.

The Networking Process

The illustration below shows the types of contact available to you. They fall into three categories.

The most effective way to start networking is to begin with the people you know personally, the "A" people on the chart. By starting with your own personal contacts, you will soon discover others who are willing to be of help linking you with new people and organizations. As an older person, you have an advantage over younger people in that you know many who are further along in their careers, who have higher level contacts, and may themselves do the hiring. Even if they have retired, they still have many contacts in their own circle of friends or even former business associates.

To get started, take a few minutes to jot down some "A" people on the "Sources of Contacts Worksheet" on the opposite page. You could start contacting these people right away. Add other names to the chart as your job search progresses. Keep in mind that the possibilities in the informal market will become know to you only if you reach out and explore, only if you start making contacts.



A. The outer ring consists of people you already know--or you can readily get to know.

B. The middle ring consists of people who know the target people, in the inner ring. Use your contacts in the A ring to approach people in the B ring.

C. The inner ring consists of target people, the people who could hire you.

SOURCES OF CONTACTS WORKSHEET

Former Employers	Past Associates	Trade Organizations
Friends/Relatives	**Neighbors**	**Business Owners**
Social Organizations	**Professional Organizations**	**Bankers**
Lawyers/Accountants	**Alumni Associations**	**Doctors/Dentists**
Insurance/Real Estate	**Church Members/Clergy**	**Civic Leaders/Politicians**

Agenda for Networking Interviews:

Your goal for networking meetings is to find answers to the following questions:

1. What is available?
2. Where might this position be found?
3. Who can help me?

The initial approach to an "A" person would usually be over the phone, whereas a "B" or "C" person might require a letter followed by a phone call. In either case, you should tell them openly what you are doing, ask for fifteen to twenty minutes of their time. Stress that *you are not asking them for a job* but would like their reaction to your resume and job search campaign plans, including possible referrals. It is important to emphasize that you are after information and a referral, not a job offer, which takes the pressure off and provides a more relaxed and productive meeting.

The meeting should follow this agenda and take only fifteen to twenty minutes:

Rapport:

Set a friendly tone, tell them you appreciate their time, mention your referral source or some common interest.

Purpose:

Again, explain the purpose of the meeting, that you are looking for feedback and advice on your resume and job search plans, why you are making a change, and that you are only looking for referrals, not a job offer.

Tell about yourself:

Using your resume draft, describe your strengths, accomplishments, skills and interests. Clarify your job objective.

Ask for comments:

Get their opinions on your resume, objectives, and job search plans. Encourage them to ask further questions to be sure they understand your background. Be an active listener - alert, interested and positive.

Ask questions:

Depending on the foregoing comments, you might ask further questions to clarify certain areas. With a "B" person, you might want to find out more about their background, if it relates to yours.

Conclusion/Referrals:

At the end of fifteen to twenty minutes, bring the meeting to a close by thanking them for their time and asking if they have anyone else they could refer you to for another information interview. (At this point, most people will spend more time voluntarily with you, but be sensitive to the schedules of busy people.) If they have no referrals, thank them for their time.

Follow-up:

Send a "thank you" note every time.

There are several values to these "informal interviews", since they:

Sharpen your presentation of yourself.

Develop your ability to ask questions.

Get further information about what, where, and who.

Make you feel more at ease with the process and different interviewing styles.

Give the interviewers a clearer understanding of your objective and help them remember you.

Many individuals, particularly older persons, resist the informal method of contact development feeling that it is:

1. Too difficult.
2. Inappropriate.
3. An imposition on friends and strangers.

Recognize that these are entirely natural reactions if you have never done this before; however, you will find that most people like to give advice and help where they can. Wouldn't you?

The Formal Job Market

The formal approach consists of applying for a position either directly or indirectly by answering ads, or submitting applications directly to recruiters, personnel departments, and managers.

Answering Ads:

Here are a few guidelines to follow when answering ads:

1. Wait a week before responding-your reply will then have a better chance of being noticed.

2. Prepare a good cover letter that uses the "needs-benefits" approach. To do this, analyze the ad to identify what qualifications or skills the company is looking for *needs* and then outline how you meet or exceed those requested *benefits*. Use action statements on your resume, to highlight pertinent responsibilities or achievements. The "Worksheet for Ads", on page 40, identifies needs and benefits statements. A sample response to an ad letter is shown on page 41.

3. Follow up a week later by phone. Mention your earlier response and review your qualifications again, reiterating your continued interest. Call at least twice before moving on.

WORKSHEET FOR ADS

Company Wants (Needs)	I Can Offer (Benefits)

SAMPLE RESPONSE TO AD LETTER

Date

Full Name of Addressee
Title
Name of Organization
Address
City, State, Zip

Dear _____:

Introduction and grabber

This is in reply to your advertisement for an Accounting Representative which appeared in the Sunday Star Ledger on (date). As the following comparisons shows, my experience and background match this position's requirements.

Three to five years accounting experience	Five years in-depth accounting experience. Reduced costs and inventory control. Also responsible for administration of a staff of five individuals.
Strong communication skills	Proven exellence in ongoing oral and written communications with clients and staff. Developed and presented workshops and classes. Prepared operational procedures and accounting manuals.
Knowledge of accounting systems	Experienced in day-to-day processing of complex accounting systems. This included generating input and analyzing output. Updated existing system to provide greater operational flexibility.

Interest builder

Reason for meeting

As additional information, enclosed is a copy of my resume. I would like an opportunity to personally discuss the position with you. You may call me at home or leave a message at (800) 555-5555.

Sincerely,

Your Name
Address
Telephone

EMPLOYMENT AGENCIES AND RECRUITERS

The distinction between agencies and recruiters is primarily in the level of position being filled, the fee charged and the time spent with you. Here are a few things to keep in mind:

Meet in person with the individual who will be handling your case. Be certain you understand the services being offered and any fees involved.

Keep control of your resume. Make sure there is no mass mailing involved, but rather specific referrals.

Dress as you would for an interview and carefully observe all the interview courtesies. (See Section V).

PERSONNEL DEPARTMENTS

The objective of using the informal or networking approach is to avoid beginning with the personnel department, whose purpose is to screen applicants out before hiring. Since functional managers have the final say in hiring, your goal is to get a referral to him/her before being turned over to the Personnel Department. Since this is not always possible, the following guidelines may be helpful in dealing with Personnel:

Follow up on your response letter and resume in about a week. Be assertive in determining what is happening and where things stand on your response. Do this twice before moving on.

Be polite to everyone you contact even though you encounter delays in replies or getting through. Maintain a professional approach, assertive, but courteous.

Follow up after interviews with a thank you letter.

COMMON COURTESIES

You will be meeting a large number of people for information meetings and regular interviews. Courtesy and consideration will make you stand out. Defensiveness, impatience, or insensitivity to other people's feelings will shut many doors regardless of your competence. Pay particular attention to telephone courtesy - remember that secretaries control the drawbridge to the castle. They appreciate and respond to polite inquiries and an open friendly manner. Identify yourself and write down their names for future calls. If you are asked to give a reason for your call, have one already rehearsed. If you would rather call back, give some reasonable excuse for not leaving a number (such as being out for a while). Remember, the purpose of the call is to set up a meeting, not to sell yourself over the phone.

RESEARCHING A COMPANY

Having some background information on a company before you call or interview can be very helpful, either in getting to the right person or answering questions in the interview. This requires some research and the library is a good place to begin. The librarians in the business

division or reference section of your local public or university library can be very helpful. The bibliography below lists some of the primary references available, but there are many others the research librarian can direct you to.

REFERENCE BIBLIOGRAPHY

Best's Directory: Primary reference source on insurance companies.

Business Periodicals Index: References to articles in business publications-such as *Business Week, Fortune, and The Wall Street Journal.*

Directory of Corporate Affiliations: List over 4,000 corporations and subsidiaries with address, telephone number, sales, number of employees and top corporate officers. The Geographic Index (bound separately) is especially valuable because it lists corporations and subsidiaries by city and state.

Dun and Bradstreet Million Dollar Directory: Lists business, product classifications, sales, and key officers with geographic and product classification indexes. The geographic index does not include subsidiaries.

National Directory of Addresses and Telephone Numbers: Lists business establishments, organizations, hotels, schools, hospitals, etc. throughout the country. Contains a valuable listing of trade publications.

National Trade and Professional Associations of the United States and Canada and Labor Unions: Lists addresses, presidents, size of membership and in some cases, publications.

Polk's Directory: Primary reference source on banks.

= = = = = = The following references are for California, but similar ones are available in other states. = = = = =

California Manufacturer's Register: Lists names, address, telephone number, corporate officers, products, sales, etc.

CRIB-Community Resource Information Bank: Lists non-profit organizations by community and type of service.

Guide to California Foundations: Lists names, addresses of non-profit foundations.

Southern California Business Directory: Lists names, addresses, telephone number, and brief background by type of product.

LETTER WRITING

Letters are an important part of your marketing campaign. The appearance of your letters symbolizes your professionalism and your respect for the persons to whom you are writing. A well-done individually prepared letter can serve as a personal introduction for a networking or job interview and can make a major difference in the number of interviews you obtain. A letter and resume sent to a "targeted" group of company executives can be productive if the list is carefully selected in line with your objective; however, sending "cold" letters to a wide variety of organizations does not produce results. On the following pages are samples of letters you can use as guidelines.

General Guidelines for Writing Job Search Letters:

- Use a good quality paper, preferably executive or notepaper size. If you can afford to, have it imprinted with your name and address centered at the top and on the envelope.

- Type neatly with an electric typewriter, with mistakes corrected perfectly and no mis-spellings. If you cannot do this yourself, have it done for you. Many copy centers have typing services available.

- Always address a letter to a specific person. Use full name and correct title. This can be obtained from the secretary.

- Keep your sentences clear and interesting. If you have several sentences of two or three lines, put in a short one for emphasis and pace.

- Your total letter should fit comfortably on a single page in virtually every case. The idea is to be friendly, interesting, and concise.

- Write and rewrite until the letter does you justice. Once you get the feel of letter-writing in this context, it will begin to come quickly and naturally. But don't let your letters become form letters!

- After making changes, re-read what you have written. Is it you? How would you, as the reader, react? If you would be inclined to react favorably, you may well have a fine letter. If you would back away, reconsider; perhaps you can make the letter more interesting or remove what doesn't appeal to you.

- Keep copies of every letter you send. They will help you in your follow-up phone calls, meetings, and further letters, besides giving you a real sense of your own efforts.

SAMPLE NETWORKING INTERVIEW REQUEST LETTER

Date

Full Name of Addressee
Title
Name of Organization
Address
City, State, Zip

Dear _____:

Contact Person & Purpose

Jean Williams, a mutual friend of ours, has spoken very highly of your organization and its retail operations. I am currently conducting a job search campaign in the retail industry and would greatly appreciate your comments about the industry.

Experience

I have held executive level secretarial positions in large corporations and am currently seeking a position where these administrative skills can be utilized. I have experience on word processors and micro computers, extensive experience in preparing detailed technical documents and in handling customer relations effectively.

Request for Meeting

If I may have about twenty minutes of your time for an informational interview about the retail industry, it would be greatly appreciated and of tremendous value. Your knowledge and expertise in the retail industry would help me not only to understand the industry but also allow me to better analyze my own experience and skills and how they relate to the retail industry.

Follow-up and Closing

I will call you next week to see if a meeting can be scheduled. Thank you for your consideration to this request and for your time.

Sincerely,

Your Name
Address
Telephone Number

SAMPLE "THANK YOU" LETTER FOR NETWORKING INTERVIEW

Date

Full Name of Addressee
Title
Name of Organization
Address
City, State, Zip

Dear _____:

Appreciation

Thank you for the recent interview; it was most informative and enjoyable. I appreciated your interest and assistance.

Positive Statement and Action Steps

From our discussion of the job skills needed for this job, I am convinced that my experience can contribute to an organization such as yours. I realize the need to improve my typing skills and I am exploring your suggestions about schooling to upgrade these skills. Thank you for the referrals to Ms. Malmick and Mr. Edmund. I will keep you up to date with my job search progress.

Closing

Thank you again for your time. I now understand what your cousin, Elaine, meant when she told me that you were "the best."

Cordially,

Your Name
Address
Telephone Number

SAMPLE "THANK YOU" LETTER FOR JOB INTERVIEW

Date

Full Name of Employer (Personnel representative)
Title
Name of Organization
Address
City, State, Zip

Dear _____:

Appreciation

Thank you for the opportunity to interview for the position of controller of your non-profit agency. I appreciate your time and for giving me information about the comprehensive services your agency provides to young people.

Restatement of qualifications

As we discussed, my experience during the past 15 years as a controller of Company A and Company B would enable me to assist your agency with all its financial matters. My background is particularly strong in budgeting, planning, cost control and financial reporting, all areas of great importance to a non-profit agency.

Follow-up

Again, thank you for your time. I will contact you next week.

Sincerely,

Your Name
Address
Telephone Number

SAMPLE TARGET LETTER

Date

Frank Smith
ABC Company
5260 S. Main Street
Los Angeles, CA 90002

Dear Mr. Smith,

Introduction/ Purpose

I am seeking a controller's position in a small to medium-sized wholesale distribution company such as the ABC Company. Your firm has an excellent reputation as one of the leading distributors of door hinges.

Relevant Experience/ Education

My 12 years experience as a controller plus six years as a plant accountant has provided me with an excellent background for a company like ABC. I have developed financial and personal skills needed to improve a company's profit using cost control, financial planning and analysis as well as the development of successful financial reporting systems. In addition, my experience includes data processing using IBM and Basic Four systems.

Resume Reference/ Interview Request

The enclosed resume provides further information. I look forward to meeting with you in the near future to discuss any possible opportunities with your company.

Sincerely,

Your name
Address
Telephone Number

SAMPLE RESPONSE TO A TURNDOWN

Date

Full Name of Employer
Title
Name of Organization
Address
City, State, Zip

Dear _____:

Positive Perspective

Yesterday I received your message that I was not the person selected for the position of trainer in your human resource department. Naturally, I was disappointed but felt that the time spent with you was most informative and helpful. The insights you gave me regarding your company's approaches to training have encouraged me to seek a position where these ideas could be put into practice.

Follow-up

Because I have not looked for a job in many years (due to a very stable work history), I would appreciate a few minutes with you on the telephone for feedback and any guidance you could give me. I will call you next week to schedule a time for this.

Thank you in advance for your assistance.

Closing

Sincerely,

Your Name
Address
Telephone Number

What should I know about job interviewing?

Section V: What should I know about job interviewing?

In the job interview, your goal is to sell yourself. Think of yourself as a salesperson selling a product (*yourself*) consisting of your special qualifications (*skills and abilities*), experience, education, and any other special background that you have spelled out in your resume. The interview gives you an opportunity to re-emphasize these, show your personality, and create a positive picture in the interviewer's mind that he/she can translate into the requirements of the job.

A typical job interview will usually contain the following parts:

Introduction: greeting, putting the applicant at ease, statement of purpose.

Resume review: checking necessary information and filling in any gaps.

Review of job description, plus other information about the organization.

Structured questions about your experience, education, and qualifications.

Applicant's comments and questions: here is your chance to ask questions you have or relate your qualifications *benefits* to what they are looking for *needs*.

Conclusion: the interviewer will usually close by telling you what the next step will be. If not, be sure to ask, reaffirming your interest again.

PREPARING FOR THE INTERVIEW

Most people are nervous during interviews because they do not know what to expect. Since many interview questions are predictable, you can be more comfortable and in control if you anticipate the questions before the interview and practice your responses. This section contains guidelines and planning forms to assist you in preparing for the interview.

Before each interview review "Guidelines for Successful Job Interviewing" on page 53. A list of questions you may be asked as well as those you should be ready to ask if they are not covered by the interviewer is on page 54. Supplement the list with questions that fit your particular situation. (Salary negotiation is covered on page 59.)

PRACTICE INTERVIEWS

Role-playing interviews ahead of time in class or with a friend can increase your self-confidence and reduce nervousness. Using a tape recorder is also helpful so that you can play the interview back and evaluate your responses, tone of voice, and whether you covered all the points suggested. Here again, page 54 provides some typical questions for the interviewee; remember to add questions to fit your particular situation. On page 57 is a checklist that an observer in class or a friend can use to give you feedback. You can even practice by yourself in front of a mirror if no one is available to help you.

DO'S AND DONT'S

In planning any campaign, it is always helpful to benefit from the experience of others. The "Do's and Don'ts of Interviewing" shown on page 58 are a summary of several lists that contain the experience of many experts in the field. It can help you avoid some of the mistakes that can be made by someone who has not interviewed very much or recently. Study them carefully before you start the interviewing process.

GUIDELINES FOR SUCCESSFUL JOB INTERVIEWING

A. Prepare for the interview.

1. Know yourself - skills, interests examples of strengths.

2. Know something about the company.

B. Make a positive first impression.

1. Appearance - clothing, posture, attitude.

2. Be prompt - never late, preferably early.

3. Know proper pronunciation of interviewer's name.

4. Smile.

5. If you have time, read company literature in waiting room.

6. Remember a firm handshake.

C. In general, what will the interviewer want to know about you?

1. Are you qualified?

2. Is there anything negative about you?

3. What is your motivation in seeking this job?

4. Will you fit into organization?

5. Are you dependable?

6. Are you affordable?

D. You may be questioned about:

1. Longevity on jobs.

2. Responsibilities, interest, upward mobility.

3. Initiative and resourcefulness.

4. Flexibility and versatility.

5. Knowledge of job.

E. Your responsibility in the interview is to be prepared to:

1. Elicit information about the job -the "needs" and "concerns."

2. Present your qualifications to match these "needs" and "concerns."

3. Answer the interviewer's questions.

4. Ask your own questions:

_____

_____

5. Evaluate the job against *your* priorities.

6. Communicate clearly/listen actively.

7. Summarize positively.

8. Know the next step.

9. Follow-up.

QUESTIONS YOU MAY BE ASKED

Tell me about yourself.

Why did you leave your last job? Prior job?

Which of your jobs did you like best? Least?

How long do you expect to continue to work?

Tell me more about your technical qualifications? Personal?

What are your major strengths? Weaknesses?

Can you work under pressure and meet deadlines?

What did you think of your last boss?

How would you feel about working for someone much younger?

How about overtime work? Travel?

Explain why you've been out of work so long?

How is your health?

If you were me, why would I hire you?

QUESTIONS YOU MAY ASK

What are the main responsibilities of the position?

What are the main problem areas that need attention?

How did this position develop (or) how did this vacancy arise?

To whom will I report? Can you tell me something about his/her management style?

What are you looking for in the successful candidate?

Will relocation be involved?

Am I being seriously considered for this position?

ILLEGAL QUESTIONS

Federal and state laws on equal employment opportunity prohibit employers from asking certain questions of applicants which might cause discrimination in employment. Most employers are carefully trained to avoid asking such questions on an application form or in the interview, but occasionally interviewers may not be aware that the questions they are asking are illegal. Once you are hired by a company, they may ask you many of the "unlawful" questions because the information is needed for job-related purposes such as insurance, health benefits, pension plans, etc.

WHAT AN INTERVIEWER CAN OR CANNOT ASK:

Subject	Can Do or Ask	Cannot Do Or Ask
Your sex	Notice your appearance.	Make comments or take notes.
Marital status	Status after hiring for insurance purposes.	
Children	Numbers and ages of children after hiring for insurance purposes.	Do you have children at home? How old? Who cares for them? Do you plan to have more children?
Physical data	Explain manual labor requirements of the job. Require Physical examination.	How tall are you? How much do you weigh?
Criminal Record	If security clearance is necessary, can be done prior to employment.	Have you ever been arrested or spent time in jail?
Military	Are you a veteran? Why not? Any job related experience?	What type of discharge do you have?
Age	Age after hiring.	How old are you?
Housing	If you have no phone how can we reach you?	Do you own a home? Do you rent or live in appartment?

RESPONDING TO QUESTIONS ABOUT AGE

The most difficult subject for older workers to deal with is age discrimination, direct or indirect. If you are asked questions that deal with age, here are some suggested responses:

> Age is really not a problem. I am adaptable, get along well with others, and have no problem working for someone younger than myself.

> My age is actually an asset since I can offer maturity, dependability, knowledge, and experience not possessed by younger persons being considered.

If an employer insists that you answer a question related to age, use your own judgement as to whether to answer it or not. You might say that you would be happy to provide proof of age for the company's benefit program if you are hired.

If you believe that your response has excluded you from consideration for a position, you have cause for action with the state department that handles age discrimination or the Equal Employment Opportunity Commission (Federal office).

OBSERVER'S CHECK LIST

VERBAL

Voice_____

Presentation of Qualifications_____

Ask questions_____

Enthusiasm_____

Match skills to "needs"_____

NONVERBAL

Handshake_____

Posture_____

Smile_____

Eye Contact_____

Relaxed_____

Comments_____

OBSERVER'S CHECK LIST

VERBAL

Voice_____

Presentation of Qualifications_____

Ask questions_____

Enthusiasm_____

Match skills to "needs"_____

NONVERBAL

Handshake_____

Posture_____

Smile_____

Eye Contact_____

Relaxed_____

Comments_____

VERBAL

Voice_____

Presentation of Qualifications_____

Ask questions_____

Enthusiasm_____

Match skills to "needs"_____

NONVERBAL

Handshake_____

Posture_____

Smile_____

Eye Contact_____

Relaxed_____

VERBAL

Voice_____

Presentation of Qualifications_____

Ask questions_____

Enthusiasm_____

Match skills to "needs"_____

NONVERBAL

Handshake_____

Posture_____

Smile_____

Eye Contact_____

Relaxed_____

DO'S AND DON'TS FOR MATURE JOB SEEKERS

DO stress your qualifications for the job opening.

DO recount experience you have had which would fit you for the job.

DO talk and think, so far as possible, about the future rather than the past.

DO indicate where possible, your stability, attendance record and good safety experience.

DO remember that older employees are capable, dependable, trainable, careful and steady.

DO try to learn ahead of time about the company and its products.

DO assume an air of confidence.

DO approach the employer with respectful dignity.

DO try to be optimistic in your attitude.

DO maintain your poise and self-control.

DO try to overcome nervousness or shortness of breath. (It helps to take a deep breath.)

DO hold yourself erect.

DO apply for a specific job or jobs.

DO answer questions honestly and with straightforwardness,

DO stress the contribution you can make to the company.

DO have available a list of former employers, time and period of service.

DON'T keep stressing your need for a job.

DON'T discuss past experience which has no application to the job situation.

DON'T apologize for your age.

DON'T be untidy in appearance.

DON'T display "cocksureness."

DON'T beg for consideration.

DON'T speak indistinctly or with muffled voice.

DON'T be one of those who can do anything.

DON'T hedge in answering questions.

DON'T express your idea on compensation, hours, etc. early in the interview.

DON'T hesitate to fill out application, give references, take physical examination or test on request.

DON'T hang around or prolong the interview, when it should be over.

DON'T go to an interview without a record of your former work connections.

DON'T arrive late and breathless for an interview.

DON'T be a "know it all" or person who can't take instructions.

DON'T depend upon the telephone for your job.

DON'T isolate yourself from contacts who might help you find a job.

DON'T display a feeling of inferiority.

DON'T be defensive or angry.

SALARY DISCUSSIONS AND NEGOTIATIONS

Salary Discussions

At any stage of your interviewing, you may be asked to disclose your salary history, your most recent salary, or your expected salary. TRY VERY HARD TO AVOID SUCH DISCLOSURES! Once you have cited a number, you may well be excluded from consideration because:

> The number seems too high (and they don't yet see you're worth it).
>
> The number seems too low (and you must be less qualified).
>
> The number is "in range", but your bargaining position is compromised.

If the salary is raised EARLY in the discussion, you can say that:

> You would prefer to discuss the position more completely before getting into salary consideration.
>
> You would like to come back to that after providing a better picture of what you have to offer.

If the salary question is raised LATER, you can say:

> Are you considering making an offer, and if so, perhaps you can give me some ideas of the range?
>
> I think salary shouldn't be a problem, your organization has a good reputation for fair pay.

If the questions become more pointed, such as what are you now earning or earned on the last job you can say:

> Actually, the responsibilities are quite different, so things aren't really comparable.
>
> I can see so many more possiblities for contribution here that I would prefer to go according to your own scale. Can you give me some idea of the range?

If the interviewer is really insistent, include benefits and other factors in the amount, and say that the total package was in the _____ range, or better yet, say what it would (or might have) amounted to for the coming year.

Usually, without rudeness, you can "answer the question with a question - nicely."

Salary Negotiations

Once a salary range is quoted or an offer is made, your best strategy is QUIET COMTEMPLATION for thirty seconds or so. What is offered is typically the lowest the negotiator dares to offer. By staying silent, you put the person under a bit of pressure to mention a higher amount or some area of flexibility. THEN you can start to negotiate.

DO NOT immediately comment on the offer. Instead, discuss the position, the responsibilities, who would report to you, what you could contribute, what you could hope to achieve together over a

period of time so that your present differences will not seem so major.

THEN you can say that the offer seems a bit on the conservative side, although the position otherwise seems most attractive. Ask if they can do a little better, and in any case, say you would like to "think it over and will get back to them tomorrow."

Whatever the offer-do not settle on the spot. Ask for a day to think it over, but do express your sincere interest. The day gives them time to seek approval of a better offer, and the position won't go away over a day's delay.

Be aware of OVER-NEGOTIATING. If you go so far out of range, or get too much "special treatment" you may very well cause resentment that will hinder you in future salary or performance reviews.

When you do receive a satisfactory offer, it is OK to accept verbally, but ask for confirmation of your full understanding of the duties, responsibilities, reporting relationship, salary, bonuses, other entitlements, future reviews, future advancement possibilities, etc., IN A WRITTEN OFFER.

When you receive the offer, answer with a letter, adding in any points that were agreed to, but not included in the offer. In addition, add a paragraph "assuming this is part of our understanding unless you write me to the contrary." Your letter confirms or names a starting date and the beginning of a new relationship.

APPEARANCE, GROOMING AND DRESS

Someone has said that the first five minutes can make or break an interview. One of the most important parts of this period is the impression you make by your appearance - your grooming and dress. Just as packaging can make a difference in which brand you select at the supermarket, the same rule can apply in the selection of people. Given the choice between several applicants with roughly equal qualifications, the one with the most attractive and appropriate appearance will have the best chance at the job. Before going for an interview review the following checklist:

- Dress on the conservative side, appropriate for the type of position involved.
- Make sure your clothes fit properly and are clean and wrinkle-free.
- Perfume and aftershave should be avoided.
- Clean fingernails, cut or at an appropriate length.
- Shoes freshly shined.
- Avoid excess jewelry.
- Be certain personal hygiene is observed.
- Go over your appearance in a mirror before entering the inter-

view -- wash hands, comb your hair, check jewelry or tie, etc.

- No smoking or gum chewing.

OTHER AIDS FOR INTERVIEWING

The following checklist can be helpful in preparing for an interview as well as evaluating results:

- Pre - Interview Planning Form, below
- Post Interview Checklist, page 62
- Being Declined, page 63

PRE-INTERVIEW PLANNING FORM

Prepare this form in advance of each interview.

JOB TARGET _____ DATE & TIME _____

COMPANY NAME _____ PHONE _____

ADDRESS _____

PERSON TO SEE _____ TITLE _____

TRAVEL INSTRUCTIONS _____

PARKING _____

DESCRIPTION OF POSITION _____

_____

_____

QUESTIONS TO ASK INTERVIEWER _____

_____

_____

POST INTERVIEW CHECKLIST

	YES	NO
Arrived on time	☐	☐
Dressed properly	☐	☐
Friendly with secretary and all others	☐	☐
Introduced self to interviewer and shook hands firmly	☐	☐
Described my qualifications	☐	☐
Answered questions concisely	☐	☐
Asked questions about job/organization	☐	☐
Communicated clearly/listened actively	☐	☐
Looked at interviewer while talking	☐	☐
Kept good posture and avoided nervous mannerisms	☐	☐
Determined the next step	☐	☐
Sent follow-up note	☐	☐

BEING DECLINED

In most cases, the reason you will be declined is that someone else who was better qualified got the job. However, interviewers also take the following items into consideration in making the final selection for a position. Review the following checklist whenever you are preparing for an interview:

Possible Reasons for Being Declined:

Indecision regarding goals - lack of career planning.

No knowledge about the organization or position offered.

Inability to express self clearly - poor diction or grammar.

Insincerity about interview - just "shopping around."

Talked too much - answers too long or rambling.

Indifferent - little interest and enthusiasm.

Overbearing, overaggressive or conceited.

Overemphasis on money.

Asked no question about job or organization.

Evasive or hedging answers to questions.

Lack of confidence and poise - nervous or ill at ease.

Poor or inappropriate personal appearance or grooming.

Late for interview.

Limp handshake.

Sloppy application blank.

Negative attitude, "chip on your shoulder."

What resources are available to me?

Section VI: What resources are available to me?

Anyone marketing a product must have a plan. Your Campaign Plan is a systematic effort to build a market for your services by exploring the various channels and contacts available to you. Keep it on file for ready reference and periodic update as you go. You will also want to research and file background information on the organizations you are going to contact.

Periodically take stock of your efforts and evaluate how well you are progressing. This will help you to redirect your energy and sharpen your skills. The forms, schedules, and checklists described below and included on the next pages will help you do this.

Weekly Campaign Plan

These sheets provide a place to plan your goals for the following week by listing the contacts you plan to make, follow-up calls and memos, and appointments. A "Daily Activity Checklist" is also provided as a reference list of things you *should* be doing each day. Page 70.

Resource Lists

Job search resources and agencies are listed. Some communities have services specifically for individuals over fifty years of age. In addition, other typical resources are shown. It is strongly recommended that if you are still having trouble determining specifically what type of work you want to do or defining job objectives, seek the assistance of an agency or educational institution in your community. Page 71.

Suggested Reading Lists

Further reading is suggested. Some books listed are specifically for older workers covering job search strategies and other areas that might be affecting your job search.

The importance of keeping accurate records of your job search campaign cannot be overemphasized. Nothing can be more embarrassing or fatal to your job search than using the wrong name in a call or letter, failing to follow-up properly, or missing an appointment. Whether you are looking for a professional or a clerical job, having a well-organized campaign with good records is a must!

WEEKLY CAMPAIGN PLAN

Each Thursday or Friday take time to plan the following week by completing these weekly planning sheets

A.	Personal Contacts	Relevance	Phone #

B.	Referral Contacts	Relevance	Phone #

C. Direct Letters

D. Follow-up Notes

E. Search Firms/Employment Agencies Phone #

F. Media Information

G. Want Ads Newspapers/Periodicals

WEEKLY SCHEDULE

	AM	PM
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday/ Sunday		

RECORD OF CONTACTS

Company Name Address Phone Number	Contact Person: Name and Position	Resume / Cover Ltr	Interviewed by: Name and Position	Thank You

JOB SEARCH CAMPAIGN
DAILY ACTIVITY CHECKLIST

Self-Assessment:	Complete the self-assessments provided and analyze results. Seek further career counseling, if indicated.
Resume:	Draft and have printed in final form. *Proof final copy.*
Sample Applications:	Complete for future use, when required.
Networking:	Work on your contact list. Call or write for appointments. Do networking interviews. Send "thank you" notes.
Job Interviews:	Follow up on previous contacts to schedule interviews. Take all interview opportunities to improve skills. Send "thank you" notes.
Ads:	Review newspaper and magazine ads weekly , both Career Opportunities and Classified. Prepare replies and make timely follow up calls.
Employment Agencies:	Contact at least one employment agency that has a "no fee" policy. Follow up weekly.
Other Sources:	Contact other sources listed as possibilities.
Research:	Do research at the library on each company and industry before an interview, especially for "target" companies.
Practice:	Role-play a networking or job interview with a friend using a tape recorder, then critique it afterward. Rehearse tough questions.
Review:	Go over the pertinent section of the Manual *before* doing any particular function-networking, interviewing, telephoning, writing letters. Review the manual *after* each activity to see how to improve.
Records:	Keep your records up to date. Record results of each day's activities or mail. Once a week, plan your activities for the following week.
Supplemental Reading:	Read additional material in areas where you are having difficulty. (See Suggested Reading List)
Personal Appearance:	Review the checklist on appearance/dress. Make sure each of these items is in good order.
References:	Contact references ahead of time and obtain their permission to use their names. Be prepared when references are requested.
Support Groups:	Contact local information and referral services to locate support group such as JOB CLUBs, etc.

JOB SEARCH RESOURCES

There are a variety of job search resources available. A partial listing of these resources is given below. All of them can yield job leads; however, only a few are consistently effective.

Alumni Associations

Business Section of Newspaper - Coming Trends

Career Magazines

Chamber of Commerce Directories

Classified Want Ads

Employment Agencies - Local Job Service

Employment Agencies - Private

Former Employers

Job Market Supplements in Newspapers

Local Job Listings in:
- Post Office
- Markets
- Public Bulletin Boards

Periodicals

Professional Organizations

Telephone Directories

Trade Associations

Unions

Volunteer Work

LOCAL RESOURCES

The following is a list of resources and agencies typically found at the local level. Check the phone book or an Information and Referral service to find addresses and phone numbers.

Alcohol/Drug Counseling
Area Agency on Aging
Crisis Intervention Center
Department of Public Social Service
Department of Rehabilitation
Educational Organizations
- Community Adult Schools
- Community Colleges
- Extention Programs
- Colleges and Universities

Employment Training and Rehabilitation Services
Ethnic Group Service Centers
Family Services
Handicapped Services
Information and Referral Services
Job Training Partnership Act (JTPA)
- Older Worker Programs

Junior League
Legal Aid
Local Elected Official's Offices
Public Libraries
Religious Organizations
Retired Senior Volunteer Program (RSVP)
Senior Centers
Senior Citizens Affairs Department
Service Organizations
Social Security Office
State Job Service
Urban League
YMCA/YWCA

SUGGESTED READING LIST

Most of these books can be found at public libraries. Those marked (*) are available in paperback.

Job Search Strategies

* Allen, Jeffrey G. How to Turn an Interview into a Job. New York: Simon & Schuster, 1983.

* Allen, Jeffery G. Finding the Right Job at Midlife. New York: Simon & Schuster, 1985.

* Bolles, Richard N. What Color is Your Parachute?. Berkeley, CA: Ten Speed Press, 1986.

* Bolles, Richard N. The Quick Job Hunting Map. Berkeley, CA: Ten Speed Press, 1986.

* Catalyst Staff Marketing Yourself-Resumes and Interviews. New York: Bantam Books, 1981.

Djeddam, Eli Moving Up. Berkeley, CA: Ten Speed Press, 1971.

Greco, Benedetto How To Get the Job That's Right For You. Illinois: Dow Jones-Irwin, 1980.

* Hizer, et al. Paper Tiger. Bob Adams, Inc.

* Hizer, et al. Go Hire Yourself an Employer. Garden City, NY: Doubleday, 1978.

Jackson & Mayleas The Hidden Job Market. Quadrangle/New York Times Book Co., 1979.

* Lathrop, Richard Who's Hiring Who?. Berkeley, CA: Ten Speed Press, 1977.

* Medley, H. Anthony Sweaty Palms. Berkeley, CA: Ten Speed Press, 1984.

Myers & Anderson Success over Sixty. NY: Summit Books, 1984.

Sprague, Norman Finding A Job - Resource Book for Middle Aged and Retired. Garden City, NY: Adelphi University Press, 1978.

Wallach & Arnold Job Search Companion. Harvard Community Press, 1984.

Personal Growth

Downs & Roll The Best Years Book. New York: Delacorte Press, 1981.

Lashan, Edna The Wonderful Crisis of Middle Age. New York: David McKay, Co., 1973.

Levinson, Daniel The Seasons of a Man's Life. New York: Alfred A. Knopf, 1978.

Livesey, Herbert Second Chance: Blueprints for Life Change. New York: Lippincott, 1977.

Sheehy, Gail Passages: Predictable Crisis of Adult Life. New York: E.P. Dutton, 1976.

Viscott, David Risking. New York: Simon & Schuster, 1977.

How can I overcome obstacles?

Section VII: How can I overcome obstacles?

As an older worker seeking a job, you face a number of special challenges and stereotypes that need to be overcome, both in your own mind and the employers', if you are to be successful in your job search. In this section, the most common of these are discussed and ways to deal with them are suggested.

"You're Too Old" - Age Discrimination

This can be overt or covert, but it is extremely hard to prove and very time consuming to contest. If you sense that this is a factor, better to spend your time convincing the interviewer how many good qualities (*benefits*) you possess that can fit the position you are discussing (*needs*). More and more employers are becoming aware of the positive values possessed by older workers. (Suggested answers to questions about age are located in Section V page 56.)

"You're Overqualified"

One of the most common reasons given for declines by interviewers is overqualification. When this is mentioned, you should ask: "In what way or for what reason? Can you tell me a little more about why you feel I am overqualified?" The answer may deal with technical ability, previous salary level or status. You can then point out that you recognize this and at this stage in your life, you are willing to consider less responsibility. This also provides an opportunity to re-emphasize qualities of expertise, maturity, dependability, intelligence, and good attendance, plus a desire to "settle in", not to move on again.

"Last Salary Too High"

For the older worker who still needs a full salary, this is an important issue and must be dealt with as explained under "Salary Negotiation." (Section V page 59). If you are well qualified for the position, you should still negotiate for the best possible compensation. However, if you have a pension, social security, or other income, you may be able to accept a somewhat lower salary in order to get the part-time or full-time job that has the other work values you are looking for. If this is the case, explain that you are more interested in making a meaningful contribution and using your job skills now, and that salary is secondary.

"Former Status was Higher"

Many times employers are reluctant to offer a position that does not carry the perks previously held by an applicant. If this comes out, respond in the same manner as suggested under salary.

"Working for a Younger Supervisor"

Stress your willingness to work for someone younger, that you enjoy being around younger people and are still receptive to new ideas. Studies have show that older workers are as good as younger ones in terms of good interpersonal relationships.

"May Have More Absences"

Discuss your previous absence record frankly and emphasize dependability and job commitment. Data show that older workers have attendance records that are equal to or better than most age groups of workers.

"Older People are Inflexible"

Indicate your willingness to consider altering your work hours or rotating jobs, particularly on a part-time basis, if you are willing to do this. In addition, cite examples from previous work experiences and state your willingness to learn new skills. Such as, "I am very anxious to learn about and use computers."

"Only Work For A Short Time"

Some employers will be concerned that an older person may only want to work for a short period of time to accrue needed social security quarters, earn enough for an extended vacation, or until a better job comes along. Point out that you are interested in a permanent position and plan to work as long as you can.

STAYING UP WHILE FEELING DOWN

Anyone looking for a job can get discouraged at times, but an older worker may be more vulnerable due to his/her particular circumstances. One may have worked many years at a high level job with a good salary and encountered an early layoff or retirement; another may be attempting a "mid-life" career change; another may be returning to the workforce after a previous career as a homemaker and volunteer worker; still another may simply be looking for a change of job. If you feel "older" or the employer classifies you as such, you may not be able to interview at your best. To regain your confidence, list the valuable contibutions you have made over your work life and the specific and unique qualities older workers bring to the labor force.

REJECTION

One of the most difficult situations to deal with is rejection. Experience has shown that it is not uncommon to take 3-6 months for an older job seeker, particularly a professional, to find a position that fits his/her objective. After several weeks of sending out resumes, networking, interviewing, writing letters, and making phone calls, one can become increasingly depressed. None of us can experience repeated rejection without having feelings of hopelessness, despair, loss of confidence and self-esteem; this is only natural. Some are even tempted to give up completely. Although you can't

prevent this reaction from happening, there are some things you can do to reduce its impact:

Recognize the Problem

Accept the reality that when you put yourself on the market, you may not be the one picked. Remember, you aren't the only one that was rejected.

Discuss Your Feelings

Talk to family, friends, and other job seekers. Join a job search club. Share with others going through the same situation.

Review Your Plan

Revise your resume, go over the material on networking, interviewing, letters, etc. See if there are any areas you can improve.

Consider Alternatives

After a reasonable length of time consider "Plan B" which may be a different job, lower salary, more training, etc. Re-examine your goals.

THE 12 P'S

Another means of coping with the feelings encountered by the older job seeker is to keep in mind the "12 P's" developed by a class of older worker participants during a Job Search Workshop. You may be able to think of even more that will help you keep a positive attitude during this difficult time in your life.

Persistence

The single most important ingredient in finding a new position. It means standing firm, going on resolutely in spite of setbacks, fixed in your course. It's "hanging in there" and "sticking with it!" Luck and timing play a part, but the one thing you can count on is your persistence.

Patience

A job search campaign, especially for a professional, manager, or technician will take time, sometimes two or three months, usually longer than for a clerical job. Therefore, patience is essential as you wait for return of phone calls, answers to letters, and appointments for networking and job interviews. Keep in mind that the person at the other end is probably very busy and that your request is just one of many that he/she has.

Perseverance

Another word for persistence, but it's worth saying twice!

Personal

Don't take things personally during this time in your life, such as other people's failure to return your phone calls, delays in getting together for networking interviews, cancellation of an interview, etc. This is where you need to have patience.

Planning

Always have a plan of action and work that plan. Once a week, plan your actvities for the following week. After a

month, if Plan A is not working out, switch to Plan B. Be realistic and do not be afraid to readjust your sights.

Plugging

Keep plugging and pushing is another way of saying it in more earthy terms, but it gets the point across.

Polite

Be polite to all that you come in contact with - the receptionist, the secretary, the interviewer, the line manager, and anyone else you deal with along the way.

Positive

A positive attitude, particularly in the interview, is important at all times, even if you aren't feeling like it. That's why the firm handshake, the nice smile, the friendly "hello", and positive responses are so vital. At all times, try to be positive and don't fall into the trap of acknowledging any negative areas.

Practice

If you are nervous or insecure (and who isn't?), practice can help you overcome some of this. By reviewing the written material again, practicing an interview with a friend or tape recorder or even in front of a mirror, you will be better prepared for each situation. The value of networking is that it provides "practice interviews." Take advantage of every opportunity.

Priorities

Evaluate your life's priorities during this period. Perhaps you need to cut down your social life or reduce TV watching in order to write "thank you" notes, review the next day's activities, or simply get more sleep. Go over the "Daily Activity Checklist" (Section VI, page 70) each day and give these things priority over non-essentials.

Process

You have been learning a "process" which the dictionary defines as "a series of actions or operations leading to an end." If done correctly, sooner or later this process will result in a change in your life, hopefully, the job you are looking for.

Professionalism

Regardless of whether you see yourself as a professional, manager, technical, or clerical, it is essential to conduct yourself in a professional manner throughout your job search. Honesty and integrity must come through in all your actions.

EPILOGUE

There's an old cartoon showing a group of penguins lined up in rows and one of them says: "Well, now that we're organized what should we do?"

By now you should be organized and ready to go - you have your resume drafted plus lots of good information to help you with networking, interviewing, letter writing, and phone calling. Now it's up to you!

During a job search it is important to feel the support of others going through the same process. If you are not part of a group, you might look for one to join - a Job Club or job search workshop at the local job service or agency in your community. Follow up the program by staying in touch with your classmates. This will help continue the momentum you have started. It helps to share ideas and feelings with others involved in the same process.

Success takes time and initial plans may not produce results immediately. The important point is that you **always have a plan and persistently work that plan!** Once you have set your goal, get in the game and give it your very best at all times.

Good luck on your search - remember, it only takes one "**yes!**"

ABOUT THE AUTHOR

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